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modification or an annulment of the treaties hampering the United States in the canal zone.

The third side of the triangle concerns the Far East. In this zone, argues the writer, we should apply the same doctrine which we preach in the South, namely, absolute non-intervention, and asking of no favor not granted other nations. We should not construe the "open-door" policy in terms of special privilege for the United States; nor should we consider ourselves the natural protector of China. "Such is dangerous nonsense."

To criticize Mr. Sherrill's proposals would involve a discussion of the present situation in its entirety. To many, they represent the *summum bonum* in foreign relations. With the Americas free from European dominance and the Philippine bogey gone, little is left to be desired. One question immediately presents itself, namely, the willingness of European countries to withdraw from America, especially the willingness of England. Another is whether the Philippines would be acceptable as part payment, at the value set by the writer. These questions can be settled only through the channels of diplomacy.

The presentation of the subject-matter is interesting and the style easy; the book, however, gives the impression of having been hastily written, and would be improved by a revision.

A timely and interesting Preface to the book is written by Nicholas Murray Butler.

Experiences in Efficiency. By BENJAMIN A. FRANKLIN. New York: Engineering Magazine Company, 1915. 12mo, pp. xii+167. \$1.00.

This volume is concerned with the problems of scientific management, the aim being to point out by means of specific practical cases how the employer or manager may change high costs into low costs by the adoption of efficiency methods. Most of the chapters previously appeared in the *Engineering Magazine* in a slightly different form. The material, representing a diversity of industries, grew out of the author's varied practical experience.

The treatment really breaks into two parts, the first seven chapters being concerned with the methods of securing labor efficiency, and the remaining chapters with efficiency organization. The following methods are pointed out for securing labor efficiency: (1) time and motion study to determine quantity standards; (2) methods for securing quality workmanship; (3) quality piecework; and (4) gang piecework. The proper incentive must not be lost sight of, and this is the better wages the employer will be able to pay as a result of the labor efficiency to be secured by scientific management. Efficiency of labor founds itself on a state of mind, and the workman must be guaranteed the full and continuous rights of labor. Quality is a matter of systematic insist-

ence, and aid must be given the workmen by means of suitable appliances, training, and discipline provided by the employer. The test of quality is strict inspection. The piece rate may be varied with the ratio of the perfect to the imperfect pieces turned out. The pay will then depend on the quality as well as on the quantity. Gang piecework has the merit of being co-operative and of being adaptable to situations where ordinary piecework would not apply well. The gang is paid the piece rate, with a division according to a pre-arranged basis. The book discards other wage systems very generally approved by writers on scientific management. Chap. v illustrates the application of time study to the clerical force, while chap. vi aims to apply scientific principles to the whole force in labor reward.

In the remaining chapters the scene shifts from labor efficiency to that of the organization. It is pointed out that as a rule the lack of efficiency in a plant is in the main more fairly charged against the organization than against the workmen, unless it be in a case where labor organization interferes with the introduction of incentives. Efficiency in organization means a constant planning of work in detail, an effective preparation according to the plans, and a persistent following up of the plans by functional organization. Efficiency in organization is the result of educated common-sense. The manager who would reorganize for efficiency must not be alarmed to find the non-productive costs larger than under the traditional system, for efficiency methods will in the end bring about great total-cost reduction. The executive must increase his own expenses intelligently and scientifically in order to save greater amounts through reduction in other elements of cost. Equally important is the discovery of the true relation of the cost of production to the quantity of production. That is, the executive must be brought close to the facts that can be had only through the instalment of a right and effective cost system. The method of installing a cost system is illustrated in chap. ix. In the concluding chapter the point is made that all the foregoing principles are intimately related to the fundamental necessity of "efficiency will" as the driving force in efficiency practice. Efficiency is first of all a state of mind, which recognizes the value of organization, study, records, and expense. It involves a determination of the executive organization to co-operate energetically. To produce "efficiency will" is the task of the efficiency engineer.

Christianity and Politics. By WILLIAM CUNNINGHAM. Boston: Houghton Mifflin Co., 1915. 8vo, pp. xi+271. \$1.50.

The war has brought revivals of nationalism and religion and given importance to questions of international relations. Dr. Cunningham is competent to write on these topics, and his book, dealing as it does with the bearing of Christianity on practical politics, is both timely and suggestive.